

Registered number: 999233



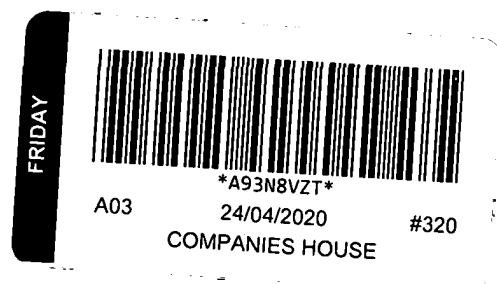
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**DARKE & TAYLOR LIMITED**

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**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 DECEMBER 2019**





## COMPANY INFORMATION

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<b>Directors</b>	S D Newton G Winstone D W Newton
<b>Company secretary</b>	W Newton
<b>Registered number</b>	999233
<b>Registered office</b>	Radiant House Blenheim Office Park Long Hanborough Witney Oxfordshire OX29 8LN
<b>Trading Address</b>	Radiant House Blenheim Office Park Long Hanborough Witney Oxfordshire OX29 8LN
<b>Independent auditors</b>	KBDR Chartered Accountants The Old Tannery Hensington Road Woodstock Oxon OX20 1JL



**Darke & Taylor**  
Connected Excellence

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**STRATEGIC REPORT  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**Introduction**

The results for the year and financial position of the company are shown in the attached financial statements. The directors are satisfied with the results for the year in which turnover, gross profit margin and operating profits increased in comparison to the previous year and as a result the company has made a significant contribution to the group.

**Business review**

Darke & Taylor is a specialist company that provides a multi-disciplinary and integrated approach to building services including electrical, network, mechanical, public health, fire, security and energy efficiency systems. The company provides high quality, compliant solutions for the design and installation of these systems both as a specialist subcontractor to main contractors and project managers constructing and refurbishing buildings, and also to the landlords, owners and occupants of buildings who require maintenance, testing, remedial repairs and minor works.

The directors and senior management play an important part in day to day operations, and bring their extensive experience to each project. Furthermore, in an industry where the extensive use of sub-contract and agency labour is common, the company has a proud tradition of committing to the direct employment of site and office staff. Recent significant investments in staff training, staff benefits, and an award-winning apprenticeship scheme are important aspects of the company's long-term, sustainable plan to continually develop its workforce and provide the skills, experience and technical knowledge to deliver services that meet client requirements and keep up to date with advancing technology in its sector.

The company benefits from high levels of repeat business and puts emphasis on developing relationships with its valued client base. As the company progresses and evolves it continues to acquire new clients that it looks to develop long term relationships with.

As a result of a planned ongoing strategy of delivering high quality and effective solutions, continued investment in staff and delivering high service levels, the directors are optimistic for the company's future prospects and its ability to generate excellent levels of repeat and referral business.

**Principal risks and uncertainties**

The business faces no specific risks over the coming year, but its marketplace is competitive and the company is exposed to general risks associated with operating in the building sector and to broader economic trends. Cash flow has been identified as a general risk that might affect the business, however there are sufficient cash reserves and credit facilities available. Where risks can be identified they have been addressed and actions taken, where possible, to control them.

**Financial key performance indicators**

The key performance indicators defined by the company are turnover, trading profit and cash.

**Other key performance indicators**

The company has no other defined key performance indicators.

STRATEGIC REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 DECEMBER 2019

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This report was approved by the board on 26 March 2020 and signed on its behalf.



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**S D Newton**  
Director

**DIRECTORS' REPORT  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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The directors present their report and the financial statements for the year ended 31 December 2019.

**Directors' responsibilities statement**

The directors are responsible for preparing the Strategic report, the Directors' report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies for the Company's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Results and dividends**

The profit for the year, after taxation, amounted to £1,297,341 (2018 - £585,016).

During the year equity dividends of £3,252,626 were paid (2018 - £314,962). No final dividend is recommended by the directors in respect of the year's result.

**Directors**

The directors who served during the year were:

S D Newton  
G Winstone  
D W Newton

**Future developments**

There are no material future developments to disclose in these financial statements.

**DIRECTORS' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**Disclosure of information to auditors**

Each of the persons who are directors at the time when this Directors' report is approved has confirmed that:

- so far as the director is aware, there is no relevant audit information of which the Company's auditors are unaware, and
- the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

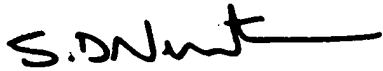
**Post balance sheet events**

There have been no significant events affecting the Company since the year end.

**Auditors**

The auditors, KBDR, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the board on 26 March 2020 and signed on its behalf.



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S D Newton  
Director

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF DARKE & TAYLOR LIMITED**

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**Opinion**

We have audited the financial statements of Darke & Taylor Limited (the 'Company') for the year ended 31 December 2019, which comprise the Statement of income and retained earnings, the Balance sheet and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 December 2019 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**Other information**

The directors are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material



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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF DARKE & TAYLOR LIMITED (CONTINUED)**

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misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic report and the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' report have been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of directors**

As explained more fully in the Directors' responsibilities statement on page 3, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF DARKE & TAYLOR LIMITED (CONTINUED)**

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**Auditors' responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' report.

**Use of our report**

This report is made solely to the Company's members in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members for our audit work, for this report, or for the opinions we have formed.



Lorraine Butler (Senior statutory auditor)

for and on behalf of  
**KBDR Ltd**

Chartered Accountants & Registered Auditors

The Old Tannery  
Hensington Road  
Woodstock  
Oxon  
OX20 1JL

26 March 2020



**STATEMENT OF INCOME AND RETAINED EARNINGS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

	Note	2019 £	2018 £
Turnover	4	16,596,119	12,872,189
Cost of sales		(12,939,556)	(10,054,356)
<b>Gross profit</b>		<b>3,656,563</b>	<b>2,817,833</b>
Administrative expenses		(2,749,290)	(2,084,435)
<b>Operating profit</b>	5	<b>907,273</b>	<b>733,398</b>
Interest receivable and similar income	9	4,263	1,883
Interest payable and expenses	10	(9,464)	(9,749)
<b>Profit before tax</b>		<b>902,072</b>	<b>725,532</b>
Tax on profit	11	395,269	(140,516)
<b>Profit after tax</b>		<b>1,297,341</b>	<b>585,016</b>
Retained earnings at the beginning of the year		3,199,446	2,929,390
		3,199,446	2,929,390
Profit for the year		1,297,341	585,018
Dividends declared and paid		(3,252,626)	(314,962)
<b>Retained earnings at the end of the year</b>		<b>1,244,161</b>	<b>3,199,446</b>

There were no recognised gains and losses for 2019 or 2018 other than those included in the statement of income and retained earnings.

The notes on pages 11 to 27 form part of these financial statements.

**BALANCE SHEET**  
**AS AT 31 DECEMBER 2019**

	Note	2019 £	2018 £
<b>Fixed assets</b>			
Tangible assets	13	705,315	601,994
Investments	14	15,000	15,000
		<u>720,315</u>	<u>616,994</u>
<b>Current assets</b>			
Stocks	15	7,412	6,738
Debtors: amounts falling due after more than one year	16	338,000	278,032
Debtors: amounts falling due within one year	16	2,765,872	3,415,653
Cash at bank and in hand	17	-	1,274,474
		<u>3,111,284</u>	<u>4,974,897</u>
Creditors: amounts falling due within one year	18	(2,365,632)	(2,206,357)
<b>Net current assets</b>		<u>745,652</u>	<u>2,768,540</u>
<b>Total assets less current liabilities</b>		<u>1,465,967</u>	<u>3,385,534</u>
Creditors: amounts falling due after more than one year	19	(128,541)	(116,307)
<b>Provisions for liabilities</b>			
Deferred tax	22	(70,932)	(47,785)
		<u>(70,932)</u>	<u>(47,785)</u>
<b>Net assets</b>		<u><u>1,266,494</u></u>	<u><u>3,221,442</u></u>

**BALANCE SHEET (CONTINUED)**  
**AS AT 31 DECEMBER 2019**

	Note	2019 £	2018 £
<b>Capital and reserves</b>			
Called up share capital	23	7,250	7,250
Share premium account	24	-	9,000
Capital redemption reserve	24	-	5,750
Profit and loss account	24	1,259,244	3,199,442
		<u>1,266,494</u>	<u>3,221,442</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 26 March 2020.



S D Newton  
Director



G Winstone  
Director

The notes on pages 11 to 27 form part of these financial statements.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**1. General information**

Darke & Taylor Limited, Company Registration Number 999233

A company limited by shares and incorporated in England and Wales

Registered office address

Radiant House  
Blenheim Office Park  
Long Hanborough  
Witney  
Oxfordshire  
OX29 8LN

The principal activity of the group is that of the provision of electro-technical services.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Company's accounting policies (see note 3).

The following principal accounting policies have been applied:

**2.2 Revenue**

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

**Rendering of services**

Revenue from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all of the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the Company will receive the consideration due under the contract;
- the stage of completion of the contract at the end of the reporting period can be measured reliably; and
- the costs incurred and the costs to complete the contract can be measured reliably.

**2.3 Operating leases: the Company as lessee**

Rentals paid under operating leases are charged to the Statement of income and retained earnings on a straight line basis over the lease term.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**2. Accounting policies (continued)**

**2.4 Interest income**

Interest income is recognised in the Statement of income and retained earnings using the effective interest method.

**2.5 Finance costs**

Finance costs are charged to the Statement of income and retained earnings over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

**2.6 Pensions**

**Defined contribution pension plan**

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in the Statement of income and retained earnings when they fall due. Amounts not paid are shown in accruals as a liability in the Balance sheet. The assets of the plan are held separately from the Company in independently administered funds.

**2.7 Current and deferred taxation**

The tax expense for the year comprises current and deferred tax. Tax is recognised in the Statement of income and retained earnings, except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the balance sheet date in the countries where the Company operates and generates income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the Balance sheet date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**2. Accounting policies (continued)**

**2.8 Tangible fixed assets**

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, on a reducing balance basis.

Depreciation is provided on the following basis:

Plant and machinery	-	25% reducing balance
Motor vehicles	-	20% reducing balance
Fixtures and fittings	-	25% reducing balance
Office equipment	-	25% reducing balance
Computer equipment	-	33% reducing balance

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of income and retained earnings.

**2.9 Valuation of investments**

Investments in unlisted Company shares, whose market value can be reliably determined, are remeasured to market value at each balance sheet date. Gains and losses on remeasurement are recognised in the Statement of income and retained earnings for the period. Where market value cannot be reliably determined, such investments are stated at historic cost less impairment.

**2.10 Stocks**

Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a weighted average basis. Work in progress and finished goods include labour and attributable overheads.

At each balance sheet date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in profit or loss.

**2.11 Debtors**

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.



**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**2. Accounting policies (continued)**

**2.12 Cash and cash equivalents**

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

**2.13 Creditors**

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

**2.14 Provisions for liabilities**

Provisions are made where an event has taken place that gives the Company a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the Statement of income and retained earnings in the year that the Company becomes aware of the obligation, and are measured at the best estimate at the Balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Balance sheet.

**2.15 Financial instruments**

*The Company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in ordinary shares.*

**2.16 Dividends**

Equity dividends are recognised when they become legally payable. Interim equity dividends are recognised when paid. Final equity dividends are recognised when approved by the shareholders at an annual general meeting.

Dividends on shares recognised as liabilities are recognised as expenses and classified within interest payable.

**3. Judgments in applying accounting policies and key sources of estimation uncertainty**

Profit on long-term contracts is taken as the work is carried out if the final outcome can be assessed with reasonable certainty. The profit included is calculated on a prudent basis to reflect the proportion of the work carried out at the year end, by recording turnover and related costs as contract activity progresses. Turnover is calculated as that proportion of total contract value which costs incurred to date bear to total expected costs for that contract. Revenues derived from variations on contracts are recognised only when they have been accepted by the customer. Full provision is made for losses on all contracts in the year in which they are first foreseen.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**4. Turnover**

The whole of the turnover is attributable to the provision of electro-technical services.

All turnover arose within the United Kingdom.

**5. Operating profit**

The operating profit is stated after charging:

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Other operating lease rentals	<b>177,927</b>	<b>167,490</b>

**6. Auditors' remuneration**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Fees payable to the Company's auditor and its associates for the audit of the Company's annual accounts	<b>9,000</b>	<b>9,000</b>

The Company has taken advantage of the exemption not to disclose amounts paid for non audit services as these are disclosed in the group accounts of the parent Company.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**7. Employees**

Staff costs, including directors' remuneration, were as follows:

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>7,237,250</b>	<b>6,481,595</b>
Cost of defined contribution scheme	<b>165,595</b>	<b>104,583</b>
	<u><b>7,402,845</b></u>	<u><b>6,586,178</b></u>

The average monthly number of employees, including the directors, during the year was as follows:

	<b>2019</b>	<b>2018</b>
	<b>No.</b>	<b>No.</b>
Directors	<b>3</b>	<b>3</b>
Office and supervisory	<b>43</b>	<b>35</b>
Engineering staff	<b>149</b>	<b>133</b>
	<u><b>195</b></u>	<u><b>171</b></u>

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**8. Directors' remuneration**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Directors' emoluments	<b>32,036</b>	<b>30,947</b>
Company contributions to defined contribution pension schemes	<b>60,000</b>	<b>20,000</b>
	<u><b>92,036</b></u>	<u><b>50,947</b></u>

During the year retirement benefits were accruing to 2 directors (2018 - 2) in respect of defined contribution pension schemes.

**9. Interest receivable**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Other interest receivable	<b>4,263</b>	<b>1,883</b>
	<u><b>4,263</b></u>	<u><b>1,883</b></u>

**10. Interest payable and similar expenses**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Preference share dividends	<b>-</b>	<b>40</b>
Finance leases and hire purchase contracts	<b>9,464</b>	<b>9,709</b>
	<u><b>9,464</b></u>	<u><b>9,749</b></u>

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

**11. Taxation**

	2019 £	2018 £
<b>Corporation tax</b>		
Current tax on profits for the year	(96,518)	164,590
Adjustments in respect of previous periods	(321,898)	-
	<u>(418,416)</u>	<u>164,590</u>
<b>Total current tax</b>	<u>(418,416)</u>	<u>164,590</u>
<b>Deferred tax</b>		
Origination and reversal of timing differences	23,147	(24,074)
<b>Total deferred tax</b>	<u>23,147</u>	<u>(24,074)</u>
<b>Taxation on (loss)/profit on ordinary activities</b>	<u>(395,269)</u>	<u>140,516</u>

**Factors affecting tax charge for the year**

The tax assessed for the year is lower than (2018 - *higher than*) the standard rate of corporation tax in the UK of 19% (2018 - 19%). The differences are explained below:

	2019 £	2018 £
Profit on ordinary activities before tax	<u>902,072</u>	<u>725,532</u>
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2018 - 19%)	171,394	137,851
<b>Effects of:</b>		
Expenses not deductible for tax purposes, other than goodwill amortisation and impairment	4,962	8,289
Capital allowances for year in excess of depreciation	(23,149)	8,450
Adjustments to tax charge in respect of prior periods	(10,026)	-
Adjustment in research and development tax credit leading to an increase (decrease) in the tax charge	(576,777)	-
Changes in provisions leading to an increase (decrease) in the tax charge	23,147	(14,074)
Group relief	15,180	-
<b>Total tax charge for the year</b>	<u>(395,269)</u>	<u>140,516</u>

**NOTES TO THE FINANCIAL STATEMENTS  
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**11. Taxation (continued)**

**Factors that may affect future tax charges**

There were no factors that may affect future tax charges.

**12. Dividends**

	2019 £	2018 £
Dividends - ordinary shares	3,252,626	314,962
Dividends - preference shares	-	40
	<u>3,252,626</u>	<u>315,002</u>

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**13. Tangible fixed assets**

	Fixtures, Fittings and Equipment £	Motor vehicles £	Total £
<b>Cost or valuation</b>			
At 1 January 2019	336,268	1,127,126	1,463,394
Additions	-	271,371	271,371
Disposals	-	(124,480)	(124,480)
At 31 December 2019	<u>336,268</u>	<u>1,274,017</u>	<u>1,610,285</u>
<b>Depreciation</b>			
At 1 January 2019	326,661	534,739	861,400
Charge for the year on owned assets	2,796	27,504	30,300
Charge for the year on financed assets	-	113,577	113,577
Disposals	-	(100,307)	(100,307)
At 31 December 2019	<u>329,457</u>	<u>575,513</u>	<u>904,970</u>
<b>Net book value</b>			
At 31 December 2019	<u>6,811</u>	<u>698,504</u>	<u>705,315</u>
At 31 December 2018	<u>9,607</u>	<u>592,387</u>	<u>601,994</u>

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**13. Tangible fixed assets (continued)**

The net book value of assets held under finance leases or hire purchase contracts, included above, are as follows:

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Motor vehicles	<b>597,036</b>	<b>430,544</b>
	<u><b>597,036</b></u>	<u><b>430,544</b></u>

**14. Fixed asset investments**

	<b>Unlisted investments £</b>
<b>Cost or valuation</b>	
At 1 January 2019	<b>15,000</b>
At 31 December 2019	<u><b>15,000</b></u>

**15. Stocks**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Finished goods and goods for resale	<u><b>7,412</b></u>	<u><b>6,738</b></u>



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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**16. Debtors**

	2019 £	2018 £
<b>Due after more than one year</b>		
Amounts recoverable on long term contracts	338,000	278,032
	<u>338,000</u>	<u>278,032</u>
	2019 £	2018 £
<b>Due within one year</b>		
Trade debtors	1,954,519	1,784,708
Amounts owed by group undertakings	670,949	1,570,935
Other debtors	96,518	-
Prepayments and accrued income	43,886	60,010
	<u>2,765,872</u>	<u>3,415,653</u>

**17. Cash and cash equivalents**

	2019 £	2018 £
Cash at bank and in hand	-	1,274,474
Less: Bank overdrafts	(93,644)	-
	<u>(93,644)</u>	<u>1,274,474</u>

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

**18. Creditors: Amounts falling due within one year**

	2019 £	2018 £
Bank overdrafts	93,644	-
Trade creditors	1,347,677	934,300
Corporation tax	-	164,617
Other taxation and social security	357,328	642,946
Obligations under finance lease and hire purchase contracts	175,870	154,775
Other creditors	391,113	309,387
Share capital treated as debt	-	333
	<u>2,365,632</u>	<u>2,206,358</u>

**19. Creditors: Amounts falling due after more than one year**

	2019 £	2018 £
Net obligations under finance leases and hire purchase contracts	128,541	116,308
	<u>128,541</u>	<u>116,308</u>

**20. Hire purchase and finance leases**

Minimum lease payments under hire purchase fall due as follows:

	2019 £	2018 £
Within one year	175,870	154,774
Between 1-5 years	128,541	116,308
	<u>304,411</u>	<u>271,082</u>

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**21. Financial instruments**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
<b>Financial assets</b>		
Financial assets measured at fair value through profit or loss	<b>15,000</b>	1,289,474
Financial assets that are debt instruments measured at amortised cost	<b>2,625,468</b>	3,355,643
	<u><b>2,640,468</b></u>	<u>4,645,117</u>
<b>Financial liabilities</b>		
Financial liabilities measured at amortised cost	<b>(1,832,433)</b>	(1,243,876)
	<u><b>(1,832,433)</b></u>	<u>(1,243,876)</u>

Financial assets measured at fair value through profit or loss comprise; Investments; Cash at bank and in hand; and Trade debtors and Amounts owed recoverable on long term contracts.

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**22. Deferred taxation**

	2019 £
At beginning of year	(47,785)
Credited to the profit and loss account	(23,147)
<b>At end of year</b>	<b>(70,932)</b>

The provision for deferred taxation is made up as follows:

	2019 £	2018 £
Accelerated capital allowances	(70,932)	(47,785)
	<u>(70,932)</u>	<u>(47,785)</u>

**23. Share capital**

	2019 £	2018 £
<b>Shares classified as equity</b>		
<b>Allotted, called up and fully paid</b>		
7,250 (2018 - 7,250) Ordinary shares of £1.00 each	<u>7,250</u>	<u>7,250</u>
		£
<b>Shares classified as debt</b>		
<b>Allotted, called up and fully paid</b>		
Nil (2018 - 333) Preference shares of £1.00 each	<u>-</u>	<u>333</u>

The preference shares have been redeemed during the year. As at 31 December 2018 the preference shares entitle holders to a fixed dividend at rate of 12% per annum and to priority of repayment of capital on winding up. No other or further rights to participate in the profits of assets or the company attach to the preference shares.

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**24. Reserves**

**Share premium account**

The preference shares were redeemed during the year. As at 31 December 2018 this represents premiums received on issue of share capital.

**Capital redemption reserve**

The preference shares were redeemed during the year.

**Profit and loss account**

Represents all current and prior period retained profits and losses.

**25. Pension commitments**

The company operates defined contribution pension schemes. The assets of the schemes are held separately from those of the company in independently administered funds. The pension cost charge represents contributions payable by the company to the funds.

**26. Commitments under operating leases**

At 31 December 2019 the Company had future minimum lease payments under non-cancellable operating leases as follows:

	2019 £	2018 £
Later than 1 year and not later than 5 years	50,000	50,000
	<u>50,000</u>	<u>50,000</u>

**27. Related party transactions**

The company advanced funds to its parent company, Darke & Taylor (Holdings) Limited, details of the balances are set out below.

	2019 £	2018 £
Darke & Taylor (Holdings) Limited	670,949	1,570,935

As a wholly owned subsidiary of Darke & Taylor (Holdings) Limited, the Company has taken advantage of the exemption in FRS 102 "Related Party Disclosures" from disclosing transactions with other members of the group headed by Darke & Taylor (Holdings) Limited.

**NOTES TO THE FINANCIAL STATEMENTS  
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**28. Controlling party**

At the balance sheet date the company was a 100% subsidiary of Darke & Taylor (Holdings) Limited, a company incorporated in England and Wales. Darke & Taylor (Holdings) Limited is controlled by the directors S D Newton and G Winstone.